



## Building Your Team

Richard Stup, Ph.D.  
Agricultural Workforce Specialist  
[rstup@cornell.edu](mailto:rstup@cornell.edu)  
[agworkforce.cals.cornell.edu](http://agworkforce.cals.cornell.edu)



## Learning Objectives

- Know the difference between a work group and a team.
- Know when to invest in building a team.
- Know what teams need.



## What's it like on a high-performing sports team?



## Five Dysfunctions of a Team

1. Absence of trust
  - Members not open with each other. Unwilling to admit mistakes or weaknesses.
2. Fear of conflict
  - Teams unable to engage in unfiltered and passionate debate of ideas. Use veiled discussion and guarded comments.
3. Lack of commitment
  - Without open airing of opinions, team members rarely buy into decisions, may feign agreement during meetings.
4. Avoidance of accountability
  - Lack of trust and commitment make team members unwilling to hold each other accountable for performance/results.
5. Inattention to results
  - Individual needs are placed above the goals of the team.

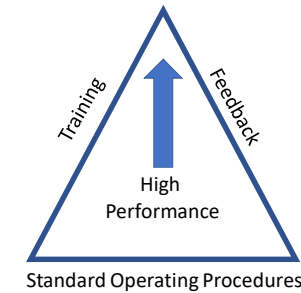


Source: Lencioni, P. (2002). The five dysfunctions of a team. Jossey-Bass: San Francisco.



**Before you can develop teams you need to be able to develop individuals.**

## The High Performance Triangle

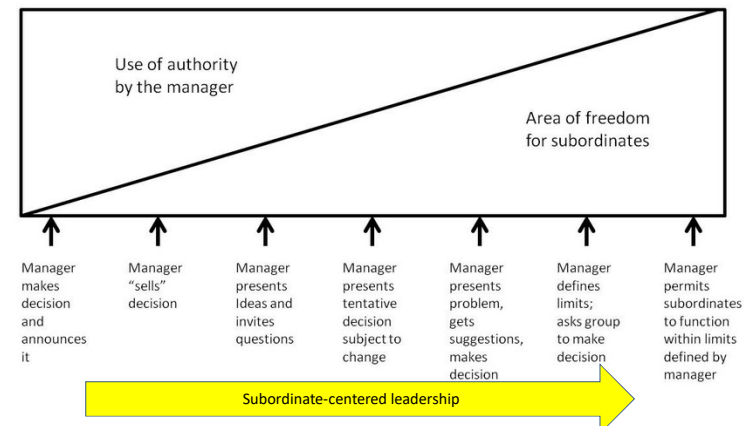


## Why teams at work?

- Fewer injuries
- Increased productivity
- Improved quality
- Reduced turnover
- Increased innovation and flexibility
- Higher quality of work life



## Tannenbaum & Schmidt Leadership Continuum



## Work Groups vs. Teams

### Work Groups

- Output is the sum of individual efforts
- Leadership provided by one clear, designated person
- Individual accountability

### Teams

- Sum of individual efforts plus collective team products
- Shared leadership among team members
- Individual and mutual accountability

A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. – Jon Katzenbach & Douglas Smith

## Good Uses for Teams

- When it takes multiple people to do the job
- When different, complementary skills are needed
- When there is a shared goal
- For complex problem solving
- When people's work is interdependent
- When it is important to build interpersonal relationships

## High Performing Teams Need...

- Shared purpose or meaning
- Goals, long- and short-term
- Communications
- A plan...strategy and tactics
- Leadership
- Complementary skills, interdependence
- Mutual accountability
- Trust
- Healthy conflict



## What about your team?

- Are you leading a work group or a team? Do team members provide some of the leadership?
- What are the goals?
- When do you meet with the team?
- How do they know how they're doing? Feedback?

## Take Charge of Your Business Culture



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John the Owner

Top Shelf Dairy has always done things the right way, even before FARM.

Carl is a good example, he supervises the night shift.

I like that can-do attitude, that's how we get things done around here!

Wait...what!?

Carl the Night Crew Leader

I take pride in my work and John knows that.

Night shift gets things done, we don't leave any of our work for others to do.

Yeah, for example, if a cow starts to calve near the end of the shift, we put the calf jack on as soon as we have enough feet. Gotta get it done before shift change!

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## What's going on here?

- What is off track?
- Is there a need for training?
- What is John's focus? What culture has he built, perhaps unintentionally?
- What adjustments should John make with his night shift team?

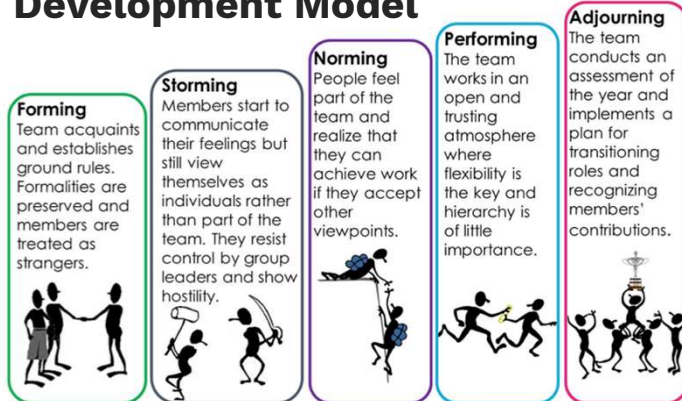
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## Leading Your Team



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## Tuckman's Stages of Team Development Model



## Leadership Needs in the 5 Stages

Stage	Leadership Actions
Forming	Help team get to know each other, use ice breaking and team building activities. Establish goals. Set expectation for teamwork.
Storming	Don't over-react. Listen a lot but don't try to solve every problem. Facilitate communications. Manage constructive conflict. Break big goals into smaller pieces.
Norming	Help solidify patterns that are working. Get the team to design and improve processes. Refocus on the goals. Celebrate small wins.
Performing	Get the team to measure and report on goals. Give feedback on the important roles team members are playing...coach.
Adjourning (if appropriate)	Celebrate accomplishments. Give closure by marking the end, have a pizza party or an awards lunch.

## Managing Healthy Conflict

1. Set **expectation** that conflict is OK but it must be productive.
2. Keep it about behaviors and results (task), not about personalities.
3. Focus on listening and understanding the other person.
4. Look for shared interests where you can agree to move forward. 100% agreement is not always necessary.
5. When a decision is made, everyone gets on board.

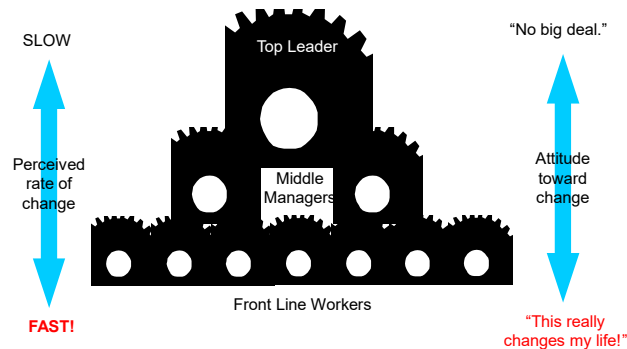


## Deal With Attitude Problems



- Employees with negative attitudes bring others down and prevent team development. It's OK to address poor attitudes directly.
- Ask what is going on, sometimes a person just needs to be heard.
- Reframe, how might we think about things differently?
- Suggest some specific steps or actions to get better.
- Point out the consequences of negative behaviors for the person and for others.
- Eventually, be clear about the consequences if changes don't happen.

## Increasing Rate of Change in Organizations



Adapted from: Conner, D. R. (1992). Managing at the Speed of Change. Villard: New York.

## Communicating With the Team

- Clarify the goals. What is the team trying to accomplish together? Use SMART goals to keep score.
- Celebrate victories, large and small.
- Team meetings, make them frequent but brief.
  - Use quick huddles in the busy times
- Train in small chunks



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## Team or Individual Feedback?

### Individual

- Things the individual controls
- Following the SOP
- Showing up on time
- Attitude

### Team

- Things the team controls
- Overall performance measures and results
- Somatic Cell Count

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***“There is virtually no feedback - either positive or negative. So you don't know whether you're doing a good job, or a lousy job. When we do get a pat on the back, it's in a meeting of mostly all farm workers and it's just a general statement. And I know that a couple workers present don't do their jobs. So I don't know where I stand. I think I do a good job, but maybe they think they do too.”***

**-- New York Front-line Employee**

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***“Feedback usually only comes when I do something wrong - and it's never in person - it's always written to me on a dry-erase board.”***

**-- Supervisor in Ohio**

## Use Standing Agendas for Team Meetings

1. How did things go last week? (or any time period) What went well? What could have gone better?
  - a) Ask for specifics as the team is learning the pattern.
2. What ideas do we have for improvement?
  - a) Encourage input from everyone. Resist the urge to solve every problem yourself.
  - b) Facilitate creating a detailed enough plan.
3. Remind about overall goals and priorities.
4. Training (optional)
  - a) Enlist team members to lead the training.
5. Information sharing, other input and ideas for the good of the team.
6. Adjourn

## Individual Feedback Agenda

- What went well last week?
- What would you do differently?
- What obstacles are in your way?
- Supervisor provides performance feedback
- Anything else to discuss?



## Team Case 1

Joe leads a milking crew that includes 9 people, 3 on each shift. It's an all-Hispanic crew and their tenure at the farm varies from 3 months to 12 years but they average about 2 years. Performance is OK but not great, Joe feels that SCC could be lower and that compliance with the SOP could be better. The crew maintains the parlor and facilities to be just clean enough to get by.

Joe is fluent in barn Spanish, he gives feedback to every individual about once a month but he thinks it becomes kind of boring and repetitive. Milkers do not normally see performance numbers such as SCC but Joe has occasionally shared that information in meetings...not sure when the last meeting was...

Joe thinks maybe the milker crew should be more of a team but he's not sure how to go about it.

- Is this a good scenario for building teamwork?
- How would you advise Joe to build his team? What specific steps would you recommend?



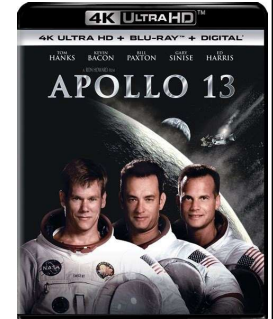
## Team Case 2

Kristen is the herd manager on a 1,000 cow dairy. Her boss, the dairy owner, just told her that he's in serious negotiations to purchase a 500 cow dairy that is 10 miles away. The potential purchase is in disrepair and the performance and health status of the herd is unknown, but it might be a great opportunity for the business to grow. Kristen's boss asked for her input on this potential deal and told her that she's free to use any advisors she needs to come up with a recommendation and plan from a production point of view.

- Is this a good situation for using a team approach?
- Who might be on the team?
- How would you advise Kristen to organize and lead the team?

## “Never Waste a Good Crisis”

- Teams need some adversity to really grow.
- Stay positive as your team works through a tough time. Point out the little wins.
- Frame up the story as eventual victory over adversity.



## Wrapping Up... High Performing Teams Need...

- Shared purpose or meaning
- Goals, long- and short-term
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